

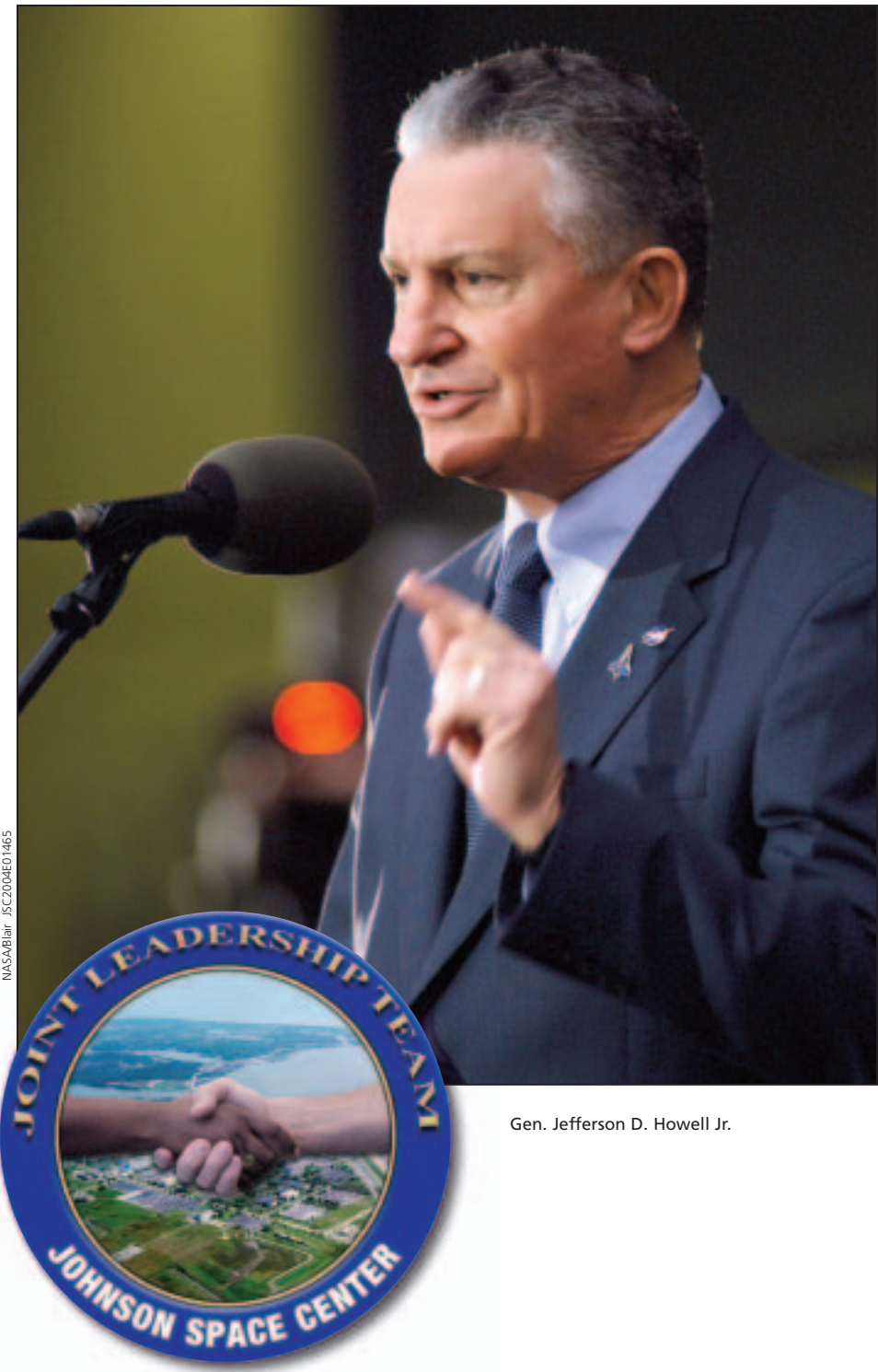
NASA values: raising the bar through leadership and teamwork

THE VALUES OF SAFETY, NASA FAMILY, EXCELLENCE AND INTEGRITY have served as the heart of Johnson Space Center. At a town hall meeting in October 2004, Center Director Lt. Gen. Jefferson D. Howell Jr. compared these core values to the mast of an old sailing vessel:

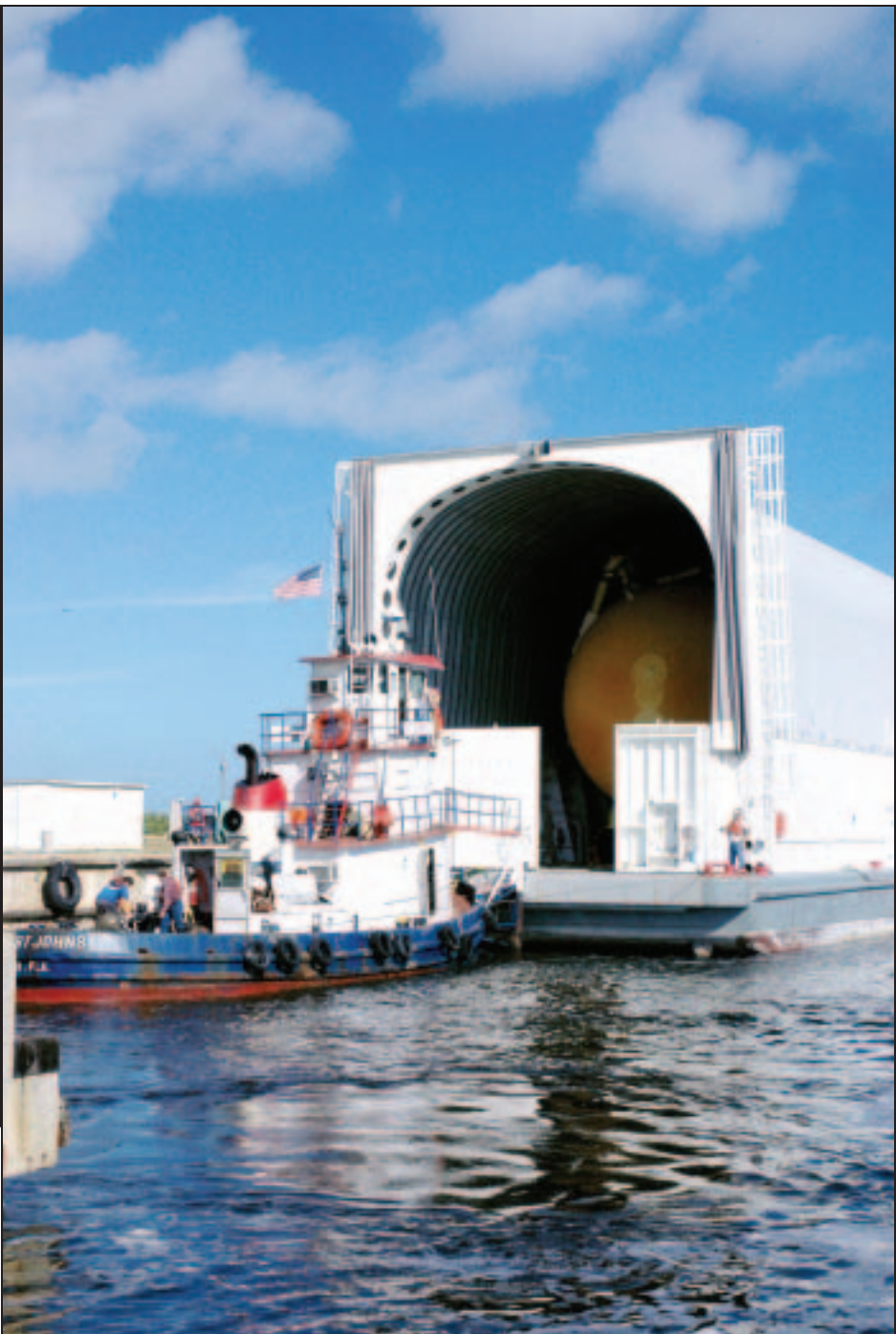
“When it got into stormy seas, the sailors would lash themselves to the mast of the ship because that was going to be the last thing to go. That’s what our core values are – in good times, bad times and difficult times. If we hang on to those core values ... we will get through this and get through it with flying colors.”

As JSC continued its efforts toward Return to Flight and the Vision for Space Exploration, JSC’s leadership team stayed focused on those values. As a result, a conglomerate of 41 senior managers from contractor companies and JSC senior management united to create the JSC Joint Leadership Team. It in turn spawned three teams aimed at enhancing leadership effectiveness, improving management processes and improving the effectiveness of contractor/civil servant communications and relationships: the leadership action team, the management processes team, and the contractor/civil servant relationships team.

The second in a series of Leader Led Workshops, emphasizing Agency transformation and the Vision for Space Exploration, was also held in 2004. These workshops, which resulted from the 2002 Agencywide “One NASA” survey, provide a way for senior Agency leaders to communicate to the workforce the connections between our top-level vision, mission and strategy and the day-to-day work of every employee. During these forums, employees from all levels have the opportunity to ask questions of NASA’s senior leaders.



Gen. Jefferson D. Howell Jr.



Tugboats maneuver the barge carrying the newly redesigned External Tank (ET), assigned for use on Return to Flight mission STS-114, closer to the dock at the Launch Complex 39 Area Turn Basin. The ET can be seen inside the barge.

NASA HAS MADE SIGNIFICANT STRIDES toward Return to Flight in 2004 and Johnson Space Center played a large role in this. NASA has closed several Columbia Accident Investigation Board recommendations. In addition to these recommendations, NASA also tackled other observations, non-Return to Flight recommendations and NASA-initiated “Raising the Bar” actions. Some of the recommendations included: Orbiter hardening, developing a formal procedure for inspection and repair of the Thermal Protection System, forming a Reinforced Carbon-Carbon (RCC) database and obtaining RCC spares.

As a result, many Return to Flight milestones have been achieved:

- External Tank Thermal Protection System modifications
- A series of rehearsals for Return to Flight, simulating a first-of-its-kind somersault that will expose the underside of the Space Shuttle for tile inspection, began in JSC’s Mission Control Center with participation from many other centers
- At Kennedy Space Center (KSC), a launch pad emergency was simulated in preparation for Return to Flight
- Also at KSC, Discovery’s main engines were installed

On Dec. 31, the new External Tank that will return Discovery to flight in late May embarked on a 1,000-mile journey to its new home at KSC. The arrival of the new tank at KSC on Jan. 6 marked a great beginning for a new year.

EDUCATOR ASTRONAUTS



Higher education

Educator Astronauts help NASA develop exciting new ways to bring space exploration to students. Three new Educator Astronauts were named as part of the 2004 Astronaut Candidate Class: Joseph M. (Joe) Acaba, right; Richard R. (Ricky) Arnold II, center; and Dorothy M. (Dottie) Metcalf-Lindenburger, left.

EXCELLENCE

excellence

Education

JOHNSON SPACE CENTER

takes “inspiring the next generation of explorers” very seriously, as shown by the 2004 education efforts described below. These represent just a handful of the Center’s education projects and programs that bring space to students every day.

NASA’s 2004 Explorer Schools Program provided information and interactive activities for more than 20,000 elementary to high school students in 46 states and Washington, D.C. The three-year partnership between NASA and selected schools in diverse communities offers opportunities and materials for teachers to spark interest in science, technology and math. Six new Explorer Schools were added in JSC’s region in 2004; each was welcomed to the NASA family by astronauts and Center personnel. In addition to these kickoff events, JSC employees visited about a half-dozen other Explorer Schools to keep students and teachers excited about spaceflight.

JSC’s Distance Learning Network (DLN), an innovative teleconferencing education program, connected with nearly 800 different schools in 2004. Through the efforts of the DLN team, more than 22,000 students were able to participate in interactive teleconferences about spaceflight, physics, robotics and other topics.



NASA/JSC/Stafford JSC2004E04803



NASA JSC2004E14751

Young students, top photo, listen intently to Astronaut Jim Reilly talk about the wonders of space at Stripling Middle School.

Students interface with NASA via the Digital Learning Network. A classroom representative can directly communicate audibly and visibly with the NASA Education Specialist.

Around the Center

EMPLOYEE EVENTS AND ACTIVITIES made for exciting times at the Center in 2004. Johnson Space Center implemented Starport, which began offering its galaxy of services to JSC employees. Starport aimed to create a more fulfilling work environment that highlights café improvements, better health selections, improved Gilruth workout facilities and fun employee activities.

The College Football All-Star Challenge made an appearance at JSC, bringing the media and football excitement to the forefront. This annual event, held in the midst of the Super Bowl frenzy, summoned several of college football's biggest and brightest stars to challenge their skills against each other in a variety of tests. The event also gave JSC a chance to showcase NASA to a national TV audience.

The Apollo 11 35th Anniversary allowed employees to step back in time and revel in one of NASA's greatest historic moments. The Apollo era came to life through stories shared by Apollo veterans at a celebration in the Teague Auditorium. Employees also had the chance to view artifacts and personal memorabilia from that time frame and even participate in a JSC Classic Car Parade throughout the Center.

Beak's Bash presented coworkers with the opportunity to display their talents and skits for the whole Center audience. Unfortunately, a storm cut the event at Ellington Field short and it has been postponed until this coming year.

Annual events such as **Safety & Total Health Day and American Heritage Day** brought out the workforce in masses. These events allow employees to take a break from their normal duties to reflect on issues such as safety, health, heritage and family.

Some lucky employees were able to become stars in their own right by acting as extras in the National Geographic documentary **"Expeditions to the Edge,"** which featured the Gemini 8 mission. The documentary, filmed in historic Mission Control, proved to be an experience many will not forget.



Clockwise from top right
Sylvia Stottlemeyer enjoys the festivities at Beak's Beach Bash. NASA/Blair JSC2004E24459

Astronaut Mario Runco leans on his vintage car prior to the 35th Apollo Anniversary Car Parade. NASA/Schroeder JSC2004E30976

JSC employees line up for the JSC Safety and Total Health Day Fun Run. NASA/DeHoyos JSC2004E47967

Astronauts Dan Burbank on guitar and James Wetherbee on drums play as part of Max Q (astronaut band) during Beak's Bash. NASA/Blair JSC2004E24475

Jeff Smoker (Michigan State University) attempts a pass during the College Football All-Star Challenge. NASA/Markowitz JSC2004E01574